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# STABILITY IN KEY AREAS (SIKA) – EAST

## QUARTERLY REPORT FY 2012 Q4

Contract Number: AID-306-C-12-00002

FY 2012 Quarter 4

This publication was produced for review by the United States Agency for International Development. It was prepared by AECOM.

# STABILITY IN KEY AREAS (SIKA) – EAST

## FY2012 QUARTER 4 QUARTERLY REPORT

**Submitted to:**

United States Agency for International Development (USAID) Afghanistan

**Prepared by:**

AECOM International Development

**DISCLAIMER:**

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## ACRONYMS

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AGCHO	Afghan Geodesy and Cartography Head Office
APPF	Afghan Public Protection Force
CBGU	Capacity Building and Gender Unit
CDC	Community Development Council
CDRC	Community Driven Reconstruction Coordination
COU	Communications and Outreach Unit
DAIL	Department of Agriculture, Irrigation and Livestock
DDA	District Development Assembly
DE	District Entity
DG	District Governor
DoWA	Department of Women Affairs
DPP	District Project Portfolio
DSU	District Support Unit
ERD	Entity Relationship Diagram
ESG	Engineering Support Group
GIS	Geographic Information System
GSU	Grants and Sub-contracts Unit
HEAT	Hostile Environment Awareness Training
HO	Home Office
HPP	<i>Hawza</i> Project Portfolio
HR	Human Resource
HSP	<i>Hawza</i> Stability Plan
ICTG	Information and Communication Technology Group
IDLG	Independent Directorate for Local Governance
IRC	International Rescue Committee
IRD	International Relief and Development
MELU	Monitoring, Evaluation and Learning Unit
MISTI	Measuring Impact of Stabilization Initiative
MRRD	Ministry of Rural Rehabilitation and Development
NABDP	National Area Based Development Program
NCO	Non-Commissioned Officer
NSP	National Solidarity Program
PCN	Project Concept Note
PDSP	Provincial Department Service Profile
PIM	Program Implementation Matrix
PMP	Performance Management Plan
PMU	Provincial Management Unit
PRRD	Provincial Rural Rehabilitation Department
PSU	Program Support Unit
RDU	Resource Development Unit
RSI	Rahman Safi Impact Consulting
SAPU	Stability Analysis and Planning Unit
SDU	Service Delivery Unit
SIKA	Stability in Key Areas
SoI	Sources of Instability
SPC	Service Provider Catalog
SPF	Service Provider Fair
SRA	Security Risk Assessment
TEG	Translation and Editing Group
ToT	Training of Trainers
USAID	United States Agency for International Development

## BACKGROUND

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The SIKA-East Quarterly Report FY2012 Q4 provides an overview of program activities and achievements during the months of July, August and September 2012. The activities and accomplishments over the quarter are described under key program and cross-cutting activities. Program activities over the period are described under four primary subject areas. Under each heading, a brief summary of the key program initiatives is provided. This report provides the reader with a whole picture of SIKA-East activities in this reporting period.

This report also provides information on objective-based project implementation, challenges faced during implementation and SIKA-East relations with the Ministry of Rural Rehabilitation and Development (MRRD), Independent Directorate for Local Governance (IDLG), Provincial Rural Rehabilitation Departments (PRRDs), communities and other stakeholders. It also provides information about trainings given to partners, SIKA-East personnel and the communities in which the program operates.

## SUMMARY OF ACTIVITIES

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Although an Implementation Letter was signed by USAID, MRRD and IDLG on September 02, 2012, SIKA-East has still not received approval to begin full implementation of the program. Even so, SIKA-East provided assistance and training in the two pilot districts – Saydabad and Baraki Barak – during the quarter. Initially, the sessions were in the districts but due to security reasons, the sessions were moved to the province center – the people went to the province center from the said districts for the sessions. SIKA-East has also been active in all nine base period districts collecting data for the District Portfolios, the Service Provider Catalogs (SPCs) and the Provincial Department Service Profiles (PDSPs). This data collection involved district-level interventions but SIKA-East was also forced to collect data at the provincial level for security reasons. Table 1 provides an overview of SIKA-East activities.

### **TABLE 1: AN OVERVIEW OF SIKA-EAST ACTIVITIES**

#### **KEY to table:**

T	=	Training sessions completed in the district.
T*	=	Training sessions took place at the provincial level due to security issues.
D	=	Data collection for profiles/SPC completed and/or in process.
D*	=	Data collection had to take place at the provincial level due to security issues.

**TABLE 1: AN OVERVIEW OF SIKA-EAST ACTIVITIES**

PROVINCE	DISTRICT	SAPU	RDU	COU	SDU	GSU
Wardak	Saydabad	T*	T* D	T* D	T*	T*
	Nerkh	-	D*	D	-	-
	Chak	-	D*	D*	-	-
Logar	Baraki Barak	T*	T* D	T* D	T*	T*
	Mohammad Agha	-	-	D	-	-
Ghazni	Deh Yak	-	D	D	-	-
	Andar	-	D*	D	-	-
Paktya	Zurmat	-	D*	D*	-	-
	Zadran	-	D*	D	-	-

## HIGHLIGHTS

- Reviewed the *Hawza* Stability Plans (HSPs) for Baraki Barak and Saydabad;
- Packaged District Project Portfolios (DPPs) for Baraki Barak and Saydabad;
- Finalized the SPCs for Wardak, Logar, Ghazni and Paktya Provinces;
- Completed grants and compliance training for provincial and district personnel of the Logar and Wardak Provinces;
- Met with service providers in all four provinces in which priority districts are located and updated the SPCs for each of these provinces;
- Completed communication plan development sessions for District Development Assembly (DDA) and Community Development Council (CDC) members of seven *hawzas* of Baraki Barak and Saydabad;
- Completed resource dialogue sessions for 11 *hawzas* of Logar and Wardak; and
- Established District Support Unit (DSU) offices in the Deh Yak and Zadran Districts.

## PROGRAM DEVELOPMENT

Community leaders of the Chilozi, Shah Mazar, Sheniz Olia, Sheniz Sofla and Tangi *Hawzas* completed HSP during the stability analysis sessions conducted by joint facilitation teams of MRRD and SIKA-East.

SIKA-East reached an important program milestone as it packaged the developed DPPs for Baraki Barak and Saydabad utilizing the various HSP. This was the result of a joint effort between SIKA-East and PRRD working with DDA, CDC, *hawza* leadership, relevant line departments and other influential community leaders to develop the capacity to identify challenges to stability and how to plan strategic measures to respond to these challenges. Unfortunately before signing the current implementation letter, there was no partnership

between IDLG and MRRD. This resulted in there being no guidance for including the Provincial and District Governors during the SIKA implementation in these pilot districts. The DPPs provides District Entities (DEs) with a strategic platform for implementation of the stabilization interventions.

The program was coordinated with MRRD at the capital level and PRRD at provincial level. Provincial staff held coordination meetings with concerned government entities in the provinces. The government entities have indicated support for the program and participated in stability analysis sessions.

The SPCs for the Wardak, Logar, Ghazni and Paktya Provinces were completed as a tool to provide information to DEs on active service providers in the provinces.

In order to gather information for PDSPs, SIKA-East conducted meetings with PRRDs, Department of Agriculture, Irrigation and Livestock (DAIL), Departments of Education, Health and Justice. As a result, the PDSPs of Wardak and Logar were completed during the quarter.

SIKA-East, in coordination with PRRD, conducted resource information sharing sessions, resource dialogue sessions, concept development sessions, communication plan development sessions and planning and resourcing sessions in different *hawzas* of Logar and Wardak Provinces. In preparation for the launch of the resource dialogue sessions, which started in the last week of August and included a specific communication component for *hawza* members, a two-day-training of trainers (ToT) was conducted for relevant SIKA-East staff.

Comprehensive data collection tools for identifying key district level DDA members, stakeholders and communication agents were developed. A one-page fact sheet outlining a broad overview of SIKA-East and the project process was developed. The sheet depicts the language that should be used by staff at all levels when describing the SIKA-East program.

SIKA-East is in the process of finalizing a coding system to code all the SIKA-East activities by unit and various disaggregations, e.g. gender, province, district, etc. The purpose of this coding system is to capture the expenditure on activities in relation to PMP indicators and gender. This system will smoothen the reporting on gender data and reporting into the ***TraiNet*** and ***Afghan Info*** database.

A grant operation and procedures manual to train staff was developed to ensure the correct implementation of grants in the districts. The manual provides procedures and includes appendices, forms and templates designed to complement the more policy-focused grant process.

In-kind grant procurement development procedures continued by cross-referencing and adopting National Solidarity Program (NSP) procurement documents with existing SIKA-East documents. Additionally, a list of vetted and pre-qualified vendors has been prepared and will be expanded with the use of the SPC, a solicitation for interested vendors and through communication with MRRD.



SIKA-East developed a matrix – the Program Implementation Matrix (PIM) – to track and schedule key implementation activities across program phases and work streams. The matrix facilitates a wider perspective of linkages, resource requirements and key activities within the program cycle. The PIM highlights the important links across all the SIKA-East program units and highlights the various roles and responsibilities of each unit with each major activity in the program cycle.

## **SECURITY ISSUES DIRECTLY AFFECTING THE PROGRAM**

SIKA-East was planned to be a district-level program, however due to many security and trust issues, various activities had to take place at the provincial level.

District-level training in the pilot districts did not take place in the quarter for various reasons – the issues encountered were alleviated by simply holding the meetings and trainings at the provincial capital:

- (a) The MRRD counterparts were not comfortable meeting in the district center and preferred to have the sessions at the provincial capital.
- (b) Participants were unwilling to attend meetings at the district center for security reasons – in these small areas, anyone coming and going from the district center are observed and often threatened or intimidated by the Taliban for conducting business with the government.
- (c) SIKA-East staff were not safe in the district centers. In Saydabad, the office was destroyed by a bomb and in Baraki Barak the lead instructor was kidnapped and severely beaten and may not safely return to Baraki Barak.

On August 28, 2012, Security Unit members attended a meeting regarding an internet blog that placed SIKA-East in an unsavory light. SIKA-East management decided to monitor the blog activity for its impact on future program roll-out in the Andar District.

The focus group implementation in Andar was delayed significantly due to security and trust issues. Even though RSI has good contacts in the Andar District, the recent uprisings in the district caused local elders to be very suspicious about motives and feared that the focus group facilitators may be “spies”. District officials were also suspicious of people gathering information that went out of the district. Discussions and negotiations were still underway by the end of FY2012 Q4, i.e. focus group implementation was not possible in Andar as at the end of the reporting quarter.

Table 4 provides just a glimpse into the many various security incidents – the table only lists those security incidents that directly affected SIKA-East during the reporting quarter.

**TABLE 2: SECURITY INCIDENTS THAT DIRECTLY AFFECTED THE SIKA-EAST PROGRAM IN FY2012 Q4**

DATE	TYPE	DESCRIPTION	DEATHS	INJURIES
2012/07/26	Phone Threat	A Grants Officer of Wardak PMU received a “final death threat” by phone. The incident was reported to USAID PLSO.	-	-
2012/08/01	Phone Threat	An individual from SIKA-East management received a kidnap threat from an individual in Baraki Barak. The incident was handled internally by the family.	-	-
2012/09/01	Explosion	The Saydabad DAC was attacked. A BBIED was used to gain access to the DAC (killing 1 x ANP) and giving access to a second attacker using a VBIED that was detonated inside the DAC, killing 13 people and wounding 80. The DAC was being used by SIKA East staff as office space. No SIKA-East staff were injured during the incident.	14	80
2012/09/019	Kidnapping	A Stability Officer of Baraki Barak was kidnapped and severely beaten by AGEs. The incident was handled internally by the family, who secured release the same day. The incident was reported to USAID PLSO.	-	1
2012/09/12	Intimidation	Taliban insurgents in Baraki Barak searched vehicles and homes. As a result, one of the SIKA-East field staff was unable to leave home to go to work that day.	-	-
2012/10/01	Search and Seizure	ISAF/ANA searched and seized mobile phones of residents living in the Chak District (Wardak), including the mobile phone of the SIKA-East Chak DSU Manager. The mobile phone was later returned.	-	-
2012/10/11	Arrest	The SIKA-East Security/Operations Officer for Saydabad was arrested by NDS in connection with alleged ties to AGEs. The officer was released after five days. The officer claims that ISAF, not NDS, acted on the arrest. The investigation is still in process.	-	-

## KEY PROGRAM ACTIVITIES

### INTERMEDIATE RESULT 1

Joint MRRD and SIKA-East teams facilitated three-day stability analysis sessions for Chilozi and Shah Mazar *Hawzas* of Baraki Barak and Sheniz Olia, Sheniz Sofla and Tangi *Hawzas* of Saydabad. These sessions resulted in completed HSPs for each *hawza* and describe the main challenges to achieving stability in each *hawza* and propose general interventions to address these challenges. The HSPs also form a basis for further planning, in particular, for

the development and design of concrete projects in line with stability criteria, as well as key technical standards, including feasibility, accountability and sustainability.

The stability analysis sessions provided an excellent opportunity for MRRD and SIKA-East to discuss local stability dynamics with *hawza* leaders and gain significant insight into the factors that are causing social fragmentation and driving communities into conflict in these two SIKA-East pilot districts. At the same time, the sessions helped the communities identify the sources of local resiliencies and community strengths that could provide a platform to launch some of the stabilization activities.

The information and analysis included in the HSPs provide a complete view of the general situation in each area and highlight a wide range of challenges facing local communities from high levels of insecurity caused by frequent fighting and military operations to the volatile relationship between the government and people and the lack of livelihood opportunities driving youth to join the insurgency. Notwithstanding a number of concrete issues that differ between *hawzas*, several clear trends have emerged in these two districts. While in Saydabad, *hawza* leaders cited weak governance as one of the main drivers of instability, elders from Baraki Barak see the presence of both Afghan and foreign military forces and the persistent clearing operations and night raids as key reasons for their broken relationship with the authorities and the widespread support for insurgents. The HSPs detail issues that are considered to be key factors in diminishing social cohesion and community strength, disrupting community life and providing an opportunity for malignant actors to further widen the gap between the people and the district authorities. These issues include controversial check points; land usurpation; the failure of previous government programs to take into account community concerns and inputs; mismanaged irrigation systems; and the lack of educational opportunities.

During the final stability analysis sessions, a one-day workshop designed by a joint MRRD and SIKA-East team took place to assist *hawza* leaders in developing qualified interventions that target the previously identified Sources of Instability (Sol). These interventions were designed to meet all technical criteria, including demonstrating accountability, demonstrating sustainability and accurately describing the possible activities, beneficiaries and estimated cost.

To complement the planning phase for Baraki Barak and Saydabad and to ensure that women are adequately involved in all phases of the SIKA-East implementation, a three-day stability analysis session was completed in Kabul, during which 37 women from Baraki Barak and Saydabad identified main challenges to sustainable stability in the two districts. While women shared many similar concerns with men, issues which prevent women from taking a more active role in the governance process and playing stronger roles in improving stability were highlighted.

In early August 2012, SIKA-East participated in a meeting with other implementing partners and the leadership of IDLG and MRRD in Kabul. The session was an opportunity for all four<sup>1</sup> SIKAs to present a mandate and program activities to the IDLG; emphasize how SIKA

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<sup>1</sup> SIKA-East, South, North and West

may add value to, and build on, the successes of previous government-led programs such as NSP and the National Area Based Development Program (NABDP); and work in partnership with key Afghan authorities once full implementation of the programs begins. The meeting also provided a forum for SIKA leadership to address some of the key IDLG questions and concerns ahead of the anticipated signing of the implementation letter between USAID, MRRD and IDLG, which would enable SIKA to engage in full program implementation.

SIKA-East engaged all government actors by reaching out and ensuring that representatives of key provincial and district line departments, including DAIL and the Departments of Education, Health and Water Management, also attended the sessions in Pul-e-Alam and Maydan Shahr. Together with PRRD directors and DDA heads, government counterparts provided significant contributions to the dialogue and offered concrete guidance for the development of the interventions and activities. In addition to producing HSPs and DPPs, the sessions provided a rare opportunity for community leaders and government officials to jointly discuss and propose solutions to stability challenges.

In consultation with the PRRD office and to ensure gender mainstreaming throughout the program, identical workshops were held in Kabul for women from Baraki Barak and Saydabad. In separate sessions, influential women from the two districts proposed and designed solutions to the previously identified challenges to stability.

An important milestone was reached at the end of the quarter when SIKA-East packaged the developed DPPs for Barakai Barak and Saydabad. The DPP is a strategic platform for transforming stability plans into action. While males and females participated in separate workshops, the findings and recommendations of both the male and female sessions were integrated into the final DPPs.

SIKA-East reviewed the facilitator guide for stability analysis and planning portion of the upcoming district stability process module in the new SIKA-East districts. The guides took into account lessons learnt and challenges encountered during the previous sessions and the feedback of the participants. In addition, the joint PRRD and SIKA-East facilitation teams will place greater focus on identifying local resiliencies and community strengths in order to better inform the programming and strengthen positive dynamics, systems and persons in the target districts as an important component of the stabilization effort. The stability analysis and planning session will be a part of the more comprehensive training module, including resource coordination, concept development and communications, which will provide DEs and *hawza* leaders with the skills and knowledge necessary to develop DPPs.

## **INTERMEDIATE RESULT 2**

SIKA-East updated and finalized the SPCs for the Wardak, Logar, Ghazni and Paktya Provinces. Individual meetings with most of the service providers were held in order to verify all the information in the SPCs and to obtain updated information about activities and services.

The preparation stage for conducting a Service Provider Fair (SPF) in Maydan Shahr started in September 2012. Provincial staff conducted meetings with several provincial line departments to seek support in organizing the SPF event in Maydan Shahr. The purpose of organizing SPFs in the SIKA-East coverage area is to bring all service providers, DDA, CDC and local *shura* members together to share information and establish a dialogue in order to improve access to different services in different areas of the respective provinces. It will help service providers assess activities by getting direct feedback from beneficiaries and help the community better understand the service providers and how to access these services.

SIKA-East completed the PDSP data collection from PRRD, DAIL and the Departments of Education, Health and Justice. These departments provided information regarding ongoing and planned projects, problems/challenges faced, services provided, current *Tashkil* and active centers. The PDSP will be used by SIKA-East to find gaps in service delivery and determine where intervention(s) is required.

SIKA-East completed the first resource information sharing session as part of the Padkhawb resource dialogue session, where 22 DE, CDC and DDA members participated. The participants were briefed on existing services at district level and obtained knowledge about various types of resources; how to access these resources; how to develop a Project Concept Note (PCN); and project design.

SIKA-East collected information about existing coordination mechanisms at provincial and district levels. Field staff gathered information based on which resource development department started a concept development for better coordination among government and non-government service providers and DEs.

The Baraki Barak and Saydabad HSPs were reviewed. While many interventions under this IR will be funded by grants, the various other SIKA-East units will also provide technical assistance on some projects, where appropriate. However, there will be some interventions that do not fall within the scope of work of SIKA-East and SIKA-East will provide minimal guidance to the districts on how to implement these non-SIKA-East interventions. A non-grant activities form was designed to assist listing all the activities proposed in each *hawza* plan that will not be addressed using grants.

The two-day Resource Dialogue sessions for ten *hawzas* of Wardak and Logar Provinces was conducted with the cooperation and coordination of PRRDs of both provinces. The participants included members of CDC, DDA and representatives of several government and non-government service providers. The participants learnt about existing resources, existing services and ways to access these. All participants received a copy of the relevant provincial SPC. The second day of the workshop focused on assisting the women in developing strategies for communicating intervention ideas in an advocacy context.

### **INTERMEDIATE RESULT 3**

SIKA-East worked to improve the ability of officials at the *hawza* level to communicate needs to the provincial and national government by initiating a series of *hawza*-level trainings on the basics of communication in Baraki Barak and Saydabad. The training series began in

August 2012 with the Padkhawb *Hawza* in Baraki Barak, where members were trained on communication topics.

In September 2012, the workshops continued for the balance of *hawzas* in the two pilot districts. By the end of the quarter, 322 *hawza* members representing 11 *hawzas* in two districts had participated in the communication workshops.

To better assist local staff and provincial/district partners in communicating SIKA-East programming to current and potential stakeholders at the district level, a one-page fact sheet was developed and distributed outlining the steps involved in SIKA-East programming and providing an overview of why SIKA-East is important to partners. Additionally, the first district profile for Baraki Barak was finalized.

As part of the ongoing Orient Phase of the SIKA-East Work Plan, SIKA-East also continued to prepare and distribute the Monthly Media Analysis Reports. The analysis assists program management in understanding the current political, security, developmental, social and cultural environment of eastern Afghanistan provinces, districts and *hawzas*.

SIKA-East developed a *hawza*-level strategic communication baseline survey questionnaire that focuses on the consistency of DDA/CDC member meetings and communications with DEs, the general public and the communications strategies. The baseline survey is a good foundation for comparing program progress as required in the Performance Management Plan (PMP). SIKA-East collected 128 strategic communication baseline surveys from Baraki Barak and Saydabad. Data entry into the database has been completed and the report of this survey has been prepared and distributed to the interested parties. Throughout the quarter, SIKA-East surveyed 268 *hawza* members in eight districts, developing a comprehensive profile of not only how district-level officials communicate but also what types of training and consultations are required to improve skills.

## **INTERMEDIATE RESULT 4**

Along with PRRD social mobilizers, SIKA-East facilitated project concept development workshops focusing on designing project concepts in the five *hawzas* of Baraki Barak District and five *hawzas* of Saydabad District. These sessions were attended by representatives of DAIL and the provincial and district Departments of Health, Education and Water Management. The government representation added significant value to the sessions and provided a forum for community leaders and government officials to jointly discuss and propose solutions to stability challenges.

A number of factors affected participation in the sessions, e.g. security incidents (especially in Maydan Shahr), Ramadan and the wheat harvest season. However, the workshops drew wide participation with the strong engagement of PRRD Directors and DDAs and resulted in the finalization of HSPs and the development of the DPPs.

SIKA-East completed project concept development workshops for women of Baraki Barak and Saydabad Districts. During the workshops, CDC/DDA members and influential people in the *hawzas* discussed potential stability initiatives, prepared the first rough draft of project action plans and compiled *Hawza* Project Portfolios (HPPs). PRRD, IDLG, DAIL and other



government officials attended daily sessions, answering participants' questions and contributing information on activities and institutional support.

The Engineering Support Group (ESG) had two collaborative meetings with the MRRD/NSP Engineering Director to discuss and coordinate resources; standardize designs and construction management documents; and discuss other technical engineering considerations. The team reviewed the latest edition of the NSP Technical Engineering Manual and incorporated the relevant parts to SIKA-East documents. A field engineers' task tracker spreadsheet, to support the management and accountability of engineers in the provinces and districts, was designed and a framework for obtaining and recording local unit-cost data from field engineers in each of the provinces and districts was drafted.

SIKA-East had a meeting with Community Driven Reconstruction Coordination (CDRC) at International Rescue Committee (IRC)<sup>2</sup>. The discussion was a fruitful exposure to NSP good practice and lessons learnt during implementation in similar districts and provinces and both groups agreed to convene again to delve more deeply into practical approaches to community engagement and engineering steps and tools. Also discussed with the MRRD/NSP Engineering Director were NSP high-risk policy, practices, district categorizations, facilitating partner coverage areas, CDC training plans and reporting formats.

SIKA-East prepared for the roll-out of grants, including the packaging of grants by type; refining and translating templates and checklists; preparing for training and capacity development activities with partners, stakeholders and grantees; completing initial screening of potential grantees, particularly CDCs and DEs, that participated in stability workshops; and developing the procurement cycle, procedures and forms to be utilized with the in-kind grants.

To help ensure consistent implementation of grants across districts, SIKA-East developed and finalized a grant operation and procedural manual to train staff. This manual provides step-by-step instructions and includes appendices, forms and templates designed to complement the more policy-focused SIKA-East Grant Manual. In addition, short fact sheets are in development to aid in the training and capacity development of staff and grantees.

SIKA-East developed procurement procedures for in-kind grants by cross-referencing and adopting NSP procurement documents to the extent possible. In addition, a vendor list is being compiled from already vetted and pre-qualified vendors recently utilized by AECOM and International Relief and Development (IRD). The pre-vetted vendors list will be expanded through the use of the SPCs, a solicitation for interested vendors and communication with MRRD. The data covers information about vendors, including past performance and vetting status. This information will ultimately be used to short-list vendors as part of the procurement process. Written procedures for pre-vetting and short-listing vendors are in development.

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<sup>2</sup> NSP Facilitating Partner in Khost

SIKA-East started to collect and analyze the past performance of CDCs on implemented projects. This work will help SIKA-East to cross-check the already implemented and ongoing projects to help prevent duplication of projects and improve coordination efforts.

SIKA-East conducted comprehensive ToT sessions for specific Logar and Wardak SIKA-East staff in the grant application package to ensure the proper capacity to train CDC and DDA members on grant application and proposal completion. SIKA-East engineers presented basic environmental requirements and forms that are a mandatory part of the grant application.

## **CROSS-CUTTING ACTIVITIES**

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### **CAPACITY BUILDING AND GENDER UNIT**

During the reporting period, the Capacity Building and Gender Unit (CBGU) developed several training outline and modules in several disciplines for SIKA-East units. CBGU built a comprehensive training SPC database which will be uploaded into the SIKA-East central database. CBGU supported and facilitated a total of 54 workshops and trainings in Kabul and provinces attended by 1,341 total participants (1,220 males and 211 females). The trainings included two one-week sessions of SIKA Induction for new employees from Kabul and the field offices. As part of the decentralization approach, several trainings and workshops are focused towards educating district personnel and provide a thorough ToT exercise to carry out the training at the sub-national level.

To ensure gender is fully mainstreamed in all aspects of the SIKA-East program, a three-day *hawza* stability analysis workshop was conducted in Kabul for 37 women from Baraki Barak and Saydabad Districts. Following the *hawza* workshop, project concept development workshops took place in Kabul, again attended by 37 women from Baraki Barak and Saydabad. A female parliamentary member and Department of Women Affairs (DoWA) from Baraki Barak were among the participants.

CBGU facilitated a three-day project concept development workshop for 28 SIKA field personnel and PRRD social mobilizers.

### **MONITORING, EVALUATION AND LEARNING UNIT**

The Monitoring, Evaluation and Learning Unit (MELU) developed policies and procedures for data collection of PMP indicators. These policies and procedures illustrate the roles and responsibilities of each program unit in steps throughout the data collection process. MELU, in collaboration with CBGU and the Finance Unit, is in the process of finalizing a coding system to code all SIKA-East activities by unit and various disaggregations. The purpose of this coding system is to capture the expenditure on activities in relation to PMP indicators



and gender. This system will smoothen the reporting on gender data and reporting into the **TrainNet** and **Afghan Info** databases.

The planning and groundwork for the focus groups for the qualitative baseline survey were implemented by Rahman Safi Impact Consulting (RSI). This involved drafting the Focus Group Work Plan; reviewing the English version of the male and female questionnaires; field testing the questionnaires in translated form in Muqur District of Ghazni Province; modifying the questionnaires appropriately; drafting a training manual for RSI field staff; and developing a mapping methodology for the focus groups based on language, ethnicity, tribe and sub-tribe.

Communications with USAID/Measuring Impact of Stabilization Initiative (MISTI) was renewed and a collaborative relationship with SIKA-East appears to be in order.

New reporting rules and AID Effectiveness Metrics incorporated into the **Afghan Info** database resulted in quite some investigation as quite a few of the definitions were ambiguous and clarifications were received from the **Afghan Info** Administrator.

SIKA-East has adopted the Afghan Geodesy and Cartography Head Office (AGCHO) geographical area codes and spelling for all documents within the SIKA-East program for purposes of consistency.

MELU captured the data received on the stabilization, resource dialogue and communication and outreach working sessions conducted in the Logar and Wardak Provinces with an aim to test the existing instrument and database functionality.

## PROGRAM SUPPORT UNIT

Effective coordination and communication of the relevant activities by the Program Support Unit (PSU) resulted in improved program engagement and productivity. PSU held a meeting with the Baraki Barak District Governor (DG) – the DG was briefed on SIKA-East and the issue of office space in the Baraki Barak DG office compound was discussed. The DG fully supports the program and will provide assistance in the program implementation.

In Logar, the team worked closely with the PRRD social organizers and DDA members to mobilize CDC members and other influential tribal leaders from each area as a means of better forming the HSP. The team also identified influential women from Baraki Barak and received commitment to participate in the *hawza* stability session.

The Acting PRRD Director was updated on the ongoing activities of SIKA-East and promised full support in program implementation in the Ghazni Province, expressing appreciation for the efforts of the Ghazni SIKA-East team.

PSU sent a team to Logar province in order to introduce the new Provincial Management Unit (PMU) Manager to SIKA-East Logar field staff, Logar PRRD Director, DDA members and CDC heads. During the meeting, the issue of better program implementation was discussed and weekly coordination meetings to discuss program-related issues, as proposed by the PRRD Director, were implemented.

Ghazni PMU office is fully set up with all the equipment installed properly. A 48-square-meter room was given to DSU in the Deh Yak DG office. Additionally, DSU offices in the Deh Yak District of Ghazni Province and the Zadran District of Paktya Province were established.

The Information and Communication Technology Group (ICTG) completed the MELU; Communications and Outreach Unit (COU), Grants and Sub-contracts Unit (GSU) and CBGU interim databases and incorporated requested changes in these interim databases.

The Translation and Editing Group (TEG) translated the SPC for Logar Province; HSPs for Tangi, Sheniz Olia, Sheniz Sofla and Saydabad *Hawzas*; DPPs for Baraki Rajan, Chilozi and Tangi Districts; HPPs for Baraki Barak, Barak Rajan, Shah-Mazar, Chilozi and Padkhawb; a letter to Ghazni PRRD and Baraki Barak women DDP; and district planning and resourcing session outlines.

## OPERATIONS UNIT

The Operations Unit delivered and installed electricity generators in Nerkh, Saydabad, Wardak, Zurmat and Zadran, as well as furniture for the Saydabad and Paktya PMU offices. The installation of VSAT<sup>3</sup> equipment was completed in all four provincial offices and Internet access was provided for the Logar, Wardak and Ghazni provincial offices. Fast Rate Company won the award/bid and supplied all the required software. The Geographic Information System (GIS) contract was awarded to Liwal Company Ltd.

## HUMAN RESOURCE UNIT

The Human Resource (HR) Unit filled 52 positions during the quarter. The table below shows detailed information about the hired staff:

**TABLE 3: SIKA-EAST STAFF EMPLOYED IN FY2012 Q4**

UNIT	KABUL STAFF	FIELD STAFF	TOTAL
COU	1	4	5
SDU	1	8	9
GSU	0	2	2
CBGU	1	2	3
MELU	2	5	7
OPERATIONS	5	9	14
PSU	2	7	9
SECURITY	0	3	3
<b>TOTAL</b>	<b>12</b>	<b>40</b>	<b>52</b>

<sup>3</sup> Very Small Aperture Terminal

## FINANCE UNIT

In FY 2012 Q4, SIKA-East spent a total of \$5,832,078:

**TABLE 4: FINANCIAL DATA FOR FY2012 Q4**

MONTH	BURNED-TO-DATE (DEC 2011-SEPTEMBER 2012 INVOICED)	ACTUAL (FY2012 Q4 INVOICED)	PIPELINE AMOUNT
<b>JULY</b>	\$8,455,259	\$2,104,935	\$16,544,741
<b>AUGUST</b>	\$10,176,952.96	\$1,724,918	\$14,819,822.28
<b>SEPTEMBER</b>	\$12,182,404	\$2,002,225	\$12,817,596

## SECURITY UNIT

The SIKA-East Security Unit was actively involved in monitoring and assessing the threat and incident reports in the various districts and provinces in which roll-out is scheduled or under way. The Security Unit conducted Security Risk Assessments (SRAs) in Gardez, Saydabad, Andar and Nerkh District offices. The SRAs assist the Security Department in determining potential points of exposure at each office location so that relevant measures can be evaluated to minimize risk to staff.

In order to ensure that project security procedures are followed across the various provinces and districts, the SIKA-East Security Unit tasks the Operations/Security Officer at each relevant district and provincial office with maintaining security protocols.

SIKA-East was actively engaged in the Afghan Public Protection Force (APPF) transition process. The lack of standardized formal procedures in the APPF makes it challenging to maintain a consistent professional service on the ground. Constant active engagement on the part of the Security Unit is required in order to receive even the most basic support. In July 2012, SIKA-East received the last outstanding Non-Commissioned Officer (NCO) in accordance with the APPF subcontract. The APPF contracting process was under way since March 2012. While there are still a number of minor deficiencies in the operationalization of the contract, the allocation of the final NCO assigned to the program marks the moment at which the APPF became generally compliant with the level of effort. The process for operationalizing a relatively small cadre of personnel by the APPF took four months.

The SIKA-East Security Unit conducted security training for provincial and district staff from Logar and Wardak. The primary focus of the security training was on secure travel between the districts and provinces, office security procedures and incident reporting.

Hostile Environment Awareness Training (HEAT) was conducted with SIKA-East expat staff. Modules included procedures to be following if kidnapped; ransom awareness; general security procedures on the project; medical emergency training; and vehicle and compound security procedures and drills.

## APPENDIX A: SIKA-East PMP Indicators – Training

INDICATOR	DISTRICT	FY2012 Q3				FY2012 Q4															
						Q4 TOTAL				JUL 2012				AUG 2012				SEP 2012			
		#	M	F	T	#	M	F	T	#	M	F	T	#	M	F	T	#	M	F	T
1.1 Number of Stabilization work sessions conducted for district entities	Sayda- bad	3	-	-	-	11	-	-	-	5				6	-	-	-	0	-	-	-
	Baraki Barak	4	-	-	-	9	-	-	-	4				5	-	-	-	0	-	-	-
1.3 Number of people participating in Stability Analysis Tool stabilization work sessions	Sayda- bad	-	78	0	78	-	293	23	316		116	11	127	-	177	12	189	-	-	-	-
	Baraki Barak	-	114	0	114	-	323	54	377		119	25	144	-	204	29	233	-	-	-	-
2.5A Number of Service Provider Catalog training workshops held for District Entities	Sayda- bad	-	-	-	-	6	-	-	-					0	-	-	-	6	-	-	-
	Baraki Barak	-	-	-	-	7	-	-	-					1	-	-	-	6	-	-	-
2.5B Number of DEs trained in using the Service Provider Catalog	Sayda- bad	-	-	-	-	-	115	0	115					-	0	0	0	-	115	0	115
	Baraki Barak	-	-	-	-	-	165	30	195					-	26	0	26	-	139	30	169
3.5A Number of communication trainings conducted for DEs	Sayda- bad	-	-	-	-	6	-	-	-					0	-	-	-	6	-	-	-
	Baraki Barak	-	-	-	-	6	-	-	-					1	-	-	-	5	-	-	-
3.5B Number of DE members trained in communication	Sayda- bad	-	-	-	-	-	155	0	155					-	0	0	0	-	155	0	155
	Baraki Barak	-	-	-	-	-	156	48	204					-	28	0	28	-	128	48	176